



FM 6-22 Army Leadership

“Organizational and Strategic Level Leadership”

Course 6-22-5

*Competent, Confident, and
Agile*

Proponency: Center for Army
Leadership



Course Outline



1. Levels of Leadership
2. Organizational Level Leadership
3. Strategic Level Leadership
4. Competency-Based Leadership
5. Applying Competencies Across Levels
6. Schwarzkopf vignette



Levels of Leadership



- What are the different levels of leadership within the Army?
- What are some of the skills needed to lead at the higher levels?





Levels of Leadership





Levels of Leadership



- Direct → Face to face or first-line leadership
- Organizational → Indirect leadership through more levels of subordinates
- Strategic → Major command through Department of Defense level positions



Organizational Level Leadership



An organizational leader must guide his subordinates to fulfill missions provided by strategic leaders. He must convey to the direct leaders under him his intent and manage his resources and personnel to achieve the mission.





Skills for Organizational Level Leaders



- Indirect Influence
- Negotiation
- Farsighted
- Build teams and consensus
- Develop self and others
- Master resources and systems



Strategic Level Leadership



Strategic level positions involve influencing large complex organizations with several thousand people. A strategic leader must have vision and the ability to make others understand that vision.

- Major commands (FORSCOM, TRADOC, CAC)
 - Department of Defense
 - U.S. Central Command
 - Senior embassy officials
 - Joint Chiefs of Staff positions



Skills for Strategic Level Leaders



- Understanding of organizational, national, and world politics (geo-political)
- Long-term vision
- Embracing institutional change
- Highly adaptable and self-renewing
- Exert leadership through communicating, inspiring, and motivating
- Negotiating within and beyond national boundaries
- Building strategic consensus
- Mentoring next generation of strategic leaders



Competency Based Leadership



	<i>Leads Others</i>	<i>Extends Influence Beyond Chain of Command</i>	<i>Leads by Example</i>	<i>Communicates</i>		
<i>Lead</i>	Provide purpose, motivation, inspiration. Enforce standards. Balance mission and welfare of Soldiers.	Build trust outside lines of authority. Understand sphere, means and limits of influence. Negotiate, build consensus, resolve conflict.	Display character. Lead with confidence in adverse conditions. Demonstrate competence.	Listen actively. State goals for action. Ensure shared understanding.		
<i>Develop</i>	<i>Creates a Positive Environment</i>	<i>Prepares Self</i>	<i>Develops Leaders</i>			
	Set the conditions for positive climate. Build teamwork and cohesion. Encourage initiative. Demonstrate care for people.	Be prepared for expected and unexpected challenges. Expand knowledge. Self awareness.	Assess developmental needs. Develop on the job. Supports professional and personal growth. Help people learn. Counsel, coach and mentor. Build team skills and processes.			
<i>Achieve</i>	<i>Gets Results</i>					
	Provide direction, guidance, and priorities. Develop and execute plans. Accomplish tasks consistently.					



Applying Competencies Across Leader Levels



Strategic
Organizational
Direct

Communicating – symbolic **themes**, **multiple-purpose** messages

Developing others – identify needs of **next generation** of leaders

Communicating – inspire through **choice & approach** of message

Developing others – **set policy** for org. development

Communicating – ensure **shared understanding**

Developing others – conduct professional **growth counseling**



From Vision to Victory



- General Norman Schwarzkopf
- CINC/CENTCOM during Desert Storm
- Briefed vision and goals 14 November 1990



[Read vignette](#)



From Vision to Victory



“Destroy the Republican Guard.”

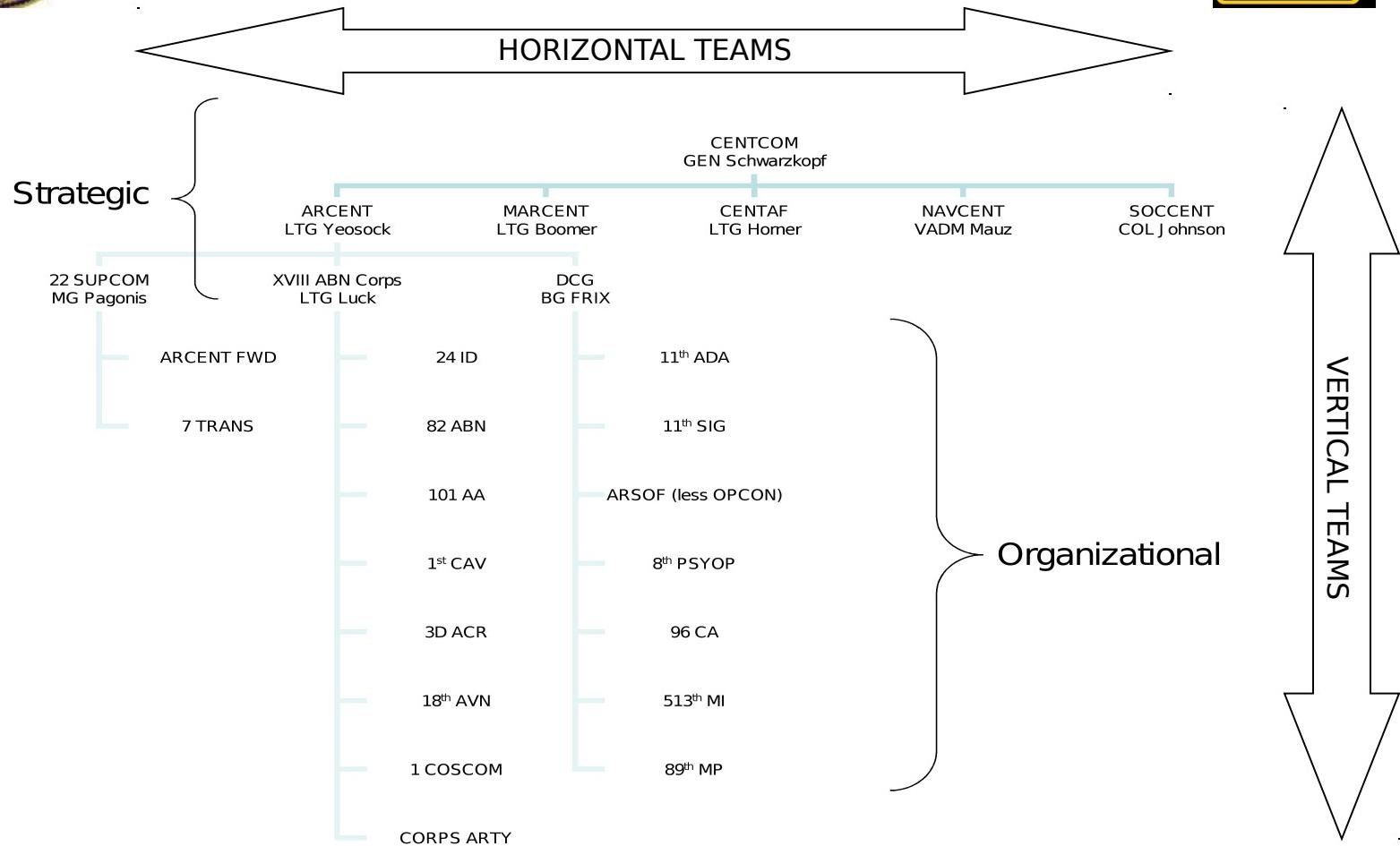
GEN Norman Schwarzkopf
Commander, CENTCOM
Briefing 14 Nov 90 in Dhahran



- Vision and objectives
 - Clear
 - Focused
- Communicated horizontally and vertically
- Empowered subordinates



Task Organization Desert Storm 1990-1991





Questions and feedback on this course
should be directed to the:

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Schwarzkopf Vignette

From Vision to Victory

General Schwarzkopf knew that this 14 November briefing was probably his most important during the planning phase for Desert Storm. He wanted to ensure that no one would leave with questions about the mission ahead.

He laid out his analysis of Iraq's forces: their force strength, their willingness to use chemical weapons, along with their weaknesses. He emphasized the strengths of his own forces and then revealed his vision. He laid out several objectives including destroying the Iraqi's capability as an effective fighting force. His message was clear – "destroy the Republican Guard."

One of Schwarzkopf's subordinate commanders reported in a later interview that it was "a mission that even privates could understand and one upon which they could all concentrate their efforts."

What had begun as a close-hold planning process was communicated horizontally and vertically so that each commander from division level and up heard the concept of operations from Schwarzkopf himself.

Schwarzkopf was pleased that he had been given full authority by the President and Secretary of Defense to carry out his mission. In return, he stayed out of his commanders' way, allowing them to focus on their jobs and not be distracted by higher headquarters.

In mid-January 1991 when word was given by President Bush to begin the operation, those tasked with carrying out the orders knew what their commander expected.

The mission succeeded in driving the Iraqi occupying forces out and liberating Kuwait. Air superiority was gained and maintained and much of Saddam Hussein's infrastructure and command and control were defeated during the conflict. Stability in the Gulf Region was regained and the Republican Guard never fully recovered its